



THE CITY OF SAN DIEGO  
**REPORT TO THE CITY COUNCIL**

**DATE ISSUED:** July 8, 2008

**REPORT NO:**

**ATTENTION:** Honorable Council President and Councilmembers

**SUBJECT:** Preliminary Statement of Work for Dead Animal Removal

**REFERENCE:**

**REQUESTED ACTION:**

Approve the Preliminary Statement of Work for Dead Animal Removal.

**STAFF RECOMMENDATION:**

Accept the Preliminary Statement of Work for Dead Animal Removal to serve as the foundation of the Dead Animal Removal Statement of Work.

**SUMMARY:**

The City of San Diego is committed to delivering quality services to taxpayers, residents, and visitors in the most economical and efficient means possible. This commitment can also be expressed as delivering services through "competitive government," defined as government with processes in place to validate that service quality and costs are comparable to those offered by any legitimate available provider.

Managed competition provides a structured, transparent process that allows an open and fair comparison of public sector employees and independent contractors in their ability to deliver services to our citizens. This strategy recognizes the high quality and potential of public sector employees and seeks to tap their creativity, experience and resourcefulness by giving them the opportunity to structure organizations and processes in ways similar to best practices in competitive businesses.

A Preliminary Statement of Work is the first step in the managed competition procurement process. The Preliminary Statement of Work documents service specifications and is presented to the City Council for consideration and public comment to assure all parties that no degradation of service levels will occur as a result of the competition. Once approved, the Preliminary Statement of Work forms the foundation for the complete Statement of Work which will be included in the solicitation. The

attachment provides the Preliminary Statement of Work for the Dead Animal Removal function for consideration by the City Council.

**FISCAL CONSIDERATIONS:**

None.

**PREVIOUS COUNCIL and/or COMMITTEE ACTION:**

None.

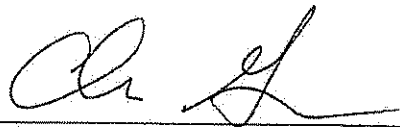
**COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:**

The managed competition program was initiated with the citizens of the City voting to approve Proposition C in November 2006. Staff has spent considerable time working with the labor unions (AFSCME Local 127 and MEA) to receive input on program plans. In addition, we have established a Labor Advisory Committee to facilitate continued work with the unions.

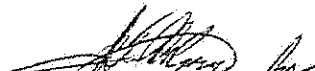
With the passage of Proposition C and the amendment/addition of subsection (c) to City Charter section 117, the Managed Competition Independent Review Board was established to advise the Mayor on whether the proposal of City employees or that of an independent contractor will provide services more economically and efficiently while maintaining service quality and protecting the public interest.

**KEY STAKEHOLDERS AND PROJECTED IMPACTS:**

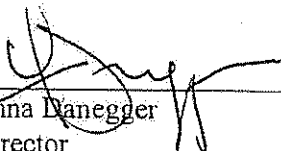
Given that the competition has yet to take place, it is premature to speculate on precise impacts. However, key stakeholders in this process are City employees, the City's recognized labor unions and the residents and visitors of the City of San Diego.



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**Preliminary Statement of Work  
Dead Animal Removal  
July 15, 2008**

***Background***

The City of San Diego's Dead Animal Removal function involves collection and disposal of dead animals from public rights-of-way (approximately 2,800 miles of streets and alleys). Dead animal collection serves a public health and safety function and is mandated by California Penal Code 372. Staff ensures roadway safety by removing the animals, and maintains public health by properly collecting and cleaning the affected area, as necessary. Staff also removes identification tags, if any, so owners can be notified, maintaining detailed logs of the collection location and animal type.

This service is provided 24 hours-a-day, seven days-a-week. Regular service is provided Monday through Saturday from 6:30 a.m. to 3:00 p.m. Dead animal removal outside of these hours is handled on an emergency (e.g., threat to public safety on roadways) call-out basis. Currently, emergencies occurring outside normal work hours average about once every two weeks.

The City of San Diego intends to acquire the services of a provider (City employees or outside vendor) to perform dead animal collections. These services will include:

- Collecting dead animals within one business day of a report being received (business hours are defined as Monday – Saturday, 6:30a.m. to 3:00 p.m).
- Performing emergency collections<sup>1</sup> within three hours of notification.
- Bagging or otherwise enclosing the dead animal in a sealed container.
- Cleaning collection sites to remove all visible parts of the animal.
- Make referrals for calls for services on private properties.
- Maintaining logs of animals picked-up, including annotating whether the animal was collected in a Multiple Species Conservation Program corridor.
- Disposing of collected animals the same day of collection. Animal disposal must be done in compliance with all applicable laws and regulations.<sup>2</sup>
- Attempting to notify pet owners at the point of collection in the event they would like to take the pet. When immediate notification is not possible, notifying owners within one business day of collection.
- Collecting any dead animals that are observed in the right of way while en route between work orders.

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<sup>1</sup> An emergency collection is defined as collection of a dead animal representing a hazard to a roadway or public health and safety.

<sup>2</sup> For instance, if an outside vendor provides this service, all dead ruminant livestock must be taken to a rendering facility and a Dead Hauler License must be obtained from the California Department of Food and Agriculture.

The anticipated annual workload specifications for this function include:

Total animals collected	3,360
Total emergency collections	26
Normal service hours:	Monday – Saturday, 6:30 a.m. – 3:00 p.m.
Emergency response	On call

***Technical Delivery Standards***

The City of San Diego expects the service provider (City employees or outside vendor) will perform these services while adhering to the following technical standards:

- Logs will be maintained that include: all work orders, dead animal collection activities, calls from Station 38 and other customers or stakeholders, and customer complaints.
- Entries in logs that indicate an animal in an MSCP area will be copied and provided to the appropriate office in the Development Services Department for special review.

***Performance Standards***

The City of San Diego expects the service provider (City employees or outside vendor) to maintain the following performance standards:

- Respond to 95% of all service requests within one business day.
- Maintain customer satisfaction by ensuring that less than 0.5% work orders result in a customer complaint.